



From  
the People of Japan

# Project End line Evaluation

**REDUCE TRANSNATIONAL SECURITY THREATS WHILE INCREASING  
BORDER SECURITY AND REGULAR MIGRATION IN UGANDA**

**International Organisation of Migration-Uganda**



13<sup>th</sup> October 2021

Prepared by  
Peter Walyaula  
**Email:** [peter.walyaula@gmail.com](mailto:peter.walyaula@gmail.com)  
**Phone:** +256772488741

Contents-

- 1 Executive Summary .....3
- Increase budget for the boat at Sebagoro BCP in order to effectively manage borders as needed by immigration officer.....7
- 2 Project Background .....7
- 3 Methodology.....8
  - 3.1 Qualitative and quantitative data collection .....8
  - 3.2 Sampling.....9
  - 3.3 Managing data collection reporting and analysis .....9
  - 3.4 Performance standards..... 10
- 4 Results ..... 10
  - 4.1 Relevancy ..... 10
  - 4.2 Effectiveness..... 14
  - 4.3 Impact ..... 22
  - 4.4 Efficiency ..... 24
  - 4.5 Sustainability ..... 26
- 5 Project Management Monitoring and evaluation..... 27
- 6 Lessons Learned ..... 30
- 7 Conclusions and Recommendations ..... 31
  - 7.2 Recommendations ..... 32
- 8 Annexes ..... 34
  - 8.1 Annex 1- References ..... 34
  - 8.2 Annex 2- List of trainees that participated in the maritime training ..... 34
  - 8.3 Annex 3- List of stakeholders that participated in consultative meetings since inception of project.... 34
  - 8.3 Annex 4- List of respondents interviewed by the consultant..... 35

## Acronyms

|          |   |
|----------|---|
| ADF      | Allied Defence Forces   |
| BCP      | Border Crossing Point   |
| COVID    | Corona Virus Disease  |
| DAC/OECD | Development Assistance Committee of the Economic Co-operation and Development |
| DCIC     | Directorate of Citizenship and Immigration Control                            |
| DRC      | Democratic Republic of Congo  |
| GoU      | Government of Uganda  |
| IBM      | Immigration and Border Management   |
| ICT      | Information and Communication Technology                                      |
| IOM      | International Organization for Migration                                      |
| ITA      | Immigration Training Academy  |
| KI       | Key Informant   |
| KII      | Key Informant Interviews  |
| LC       | Local Council   |
| M&E      | Monitoring and Evaluation   |
| MIDAS    | Migration Information Data Analysis System                                    |
| MIGOF    | Migration Governance Framework  |
| NYD      | New York Declaration  |
| SDGs     | Sustainable Development Goals   |
| SoPs     | Standard Operating Procedures   |
| UNHCR    | United Nations High Commission for Refugees                                   |
| UPDF     | Uganda People's Defence Force   |
| UPF      | Uganda Police Force   |
| USD      | United States Dollars   |

## I Executive Summary

### I.1 Introduction

This project was developed to support the Government of Uganda to address transnational security and threats along its borders especially the Albertine region due to the challenges in regard to managing flows from the Democratic Republic of the Congo (DRC). IOM proposed a two phased approach aiming to increase regular migration and tackle irregular entry in the country, while ensuring safety of borders and of migrants. The project objective is to contribute to the efforts of the government of Uganda to facilitate regular migration and counter irregular migration while enhancing security at the border through strengthening the legal framework and improving personnel maritime capacities. To achieve this objective, IOM implemented a 12month project named “**Reduce Transnational Security Threats While Increasing Border Security and Regular Migration in Uganda**”. The project is funded by the Government of Japan and implemented by IOM in close coordination with Uganda’s Directorate of Citizenship and Immigration Control (DCIC).

### I.2 Evaluation objective

The overall objective of the evaluation is to evaluate the relevance, performance and achievements of the project; to assess IOM collaborative approach and strategy in enhancing border security and national stability in light of the COVID19 context.

### I.3 Methodology

The evaluation was carried out in a participatory manner. IOM staff provided their input to the data collection processes by reviewing and providing feedback on the inception report and data collection tools. Initial findings, lessons and recommendations were presented to the project staff for their input and feedback. The DCIC staff at head office and field offices were interviewed to establish the role they played in project design, implementation monitoring and evaluation; not withstanding any other support they provided to the project.

Secondary data collection involved using already existing data which was previously gathered by project staff and DCIC. A checklist was developed to extract secondary data comprised of a set of open-ended questions to be systematically posed to the data sources and project participants.

Participants for the qualitative collection processes were sampled on the basis of being potential beneficiaries and stakeholders who were assumed to be aware of project interventions and participated in it. These included immigration officers, IOM staff and the consultant that carried out the updating of the DCIC operational guidelines and manual.

### I.4 Key findings

#### I.4.1 Relevancy

The qualitative evaluation findings indicate that the project was relevant and aligned to the needs identified in the project proposal and the needs of the beneficiaries. The updated DCIC operational guidelines are aligned to the local and international benchmarks that include the following key legal documents: the 1995 Constitution of Uganda, chapter 66 on Citizenship and Immigration Control Act;

the 2016 New York Declaration (NYD) of refugees and migrants, Declaration 4 g; the 2018 African Union's regional and continental Free Movement of persons Protocol; Article 6 section 1.

#### 1.4.2 Effectiveness

Data from the Albertine region shows that there is effective, orderly, safe, regular and responsible cross-border management and regulation of migration and mobility of people. Between September 2020 and August 2021, it showed that a total of 3,806 and 4,394 people went through official entries and departures points respectively. Through the support of this project, there is also the implementation of planned and well-managed migration policies and continental free movement of persons.

All (100%) interviewed migration officers that were trained in maritime said their capacity has improved to respond to border management; the performance also exceeded the target of 80%. Whereas two patrols were planned to be carried out on the lakes, the trained officers carried out a minimum of 6 patrols per month. The project also trained 11 out of the planned 10 migration officers. A 4x4 vehicle and one boat were provided through this project and are currently being used to patrol the borders in the Albertine Region.

The May 2021 Operational Manual by the Ministry of Internal affairs, Directorate of Citizenship and Immigration Control (DCIC); under the section on the acknowledgement page, it was highlighted that this manual was developed in 2021 under the IOM project. "The fact that the role of IOM in developing this manual is acknowledged, it shows it has achieved the project outcome of updating Government of Uganda's Immigration procedures."

#### 1.4.3 Impact

Evaluation findings show that the project has made progress on all its interventions that contributed to the project objective. The capacity of trained immigration officers enable helped them to respond to border security threats. The training not only provided them with maritime crime and boat management skills but also survival skills. The training has also been motivation to other staff especially when they saw that one of the trainees that completed the training was a woman.

The joint patrol of borders by DCIC, UPDF and UPF on Lake Albert shows there is effective, orderly, safe, regular and responsible cross-border management and regulation coordinated through an inter-agency approach. Qualitative data also shows there is control on irregular entry as a result of this project. For example, recently, a group of 12 Congolese were intercepted by DCIC trained staff (According to DCIC record 2021 Lake Albert region). IOM ensured orderly and human immigration through building the capacity of DCIC on maritime border security management, and patrol to efficiently and efficaciously govern and sustainably exploit the maritime domain, including territorial waters.

DCIC has very good working relationships with other sister agencies such as Uganda Police Force, Uganda People Defense Force (UPDF) and Internal Security Organization (ISO) in their involvement in the joint surveillance and operations on Lake Albert. IOM also has an excellent and longstanding working relationship with DCIC. This cooperation, close working relationship and partnership was key for the project implementation success.

#### 1.4.4 Efficiency

Evaluation findings indicate that economic inputs, technical and material resources were converted to the desired outputs. Project activities were implemented within the acceptable budgets of +-5%. Implying expenses were being incurred as planned in the project budget. For example the budget to facilitate technical validation workshop of 1,263 USD was fully utilized; budget to facilitate technical consultation workshop of 7,839 USD was also fully utilised. Reasons for over expenditure were provided by the project team, for example, the cost for maritime training was higher by 13%, this was due to the high usage of fuel for the practical training which had previously been under budgeted. The provision of the patrol vehicle and boat had been used effectively to manage transnational security on the lake borders. The boat has helped immigration officers reach areas they couldn't before. For example before, immigration officers would take 30 minutes or more on motor bikes to get from one landing site to another but now with the boat, they take only 10 minutes or less. Likewise, the patrol vehicle has greatly helped them move from one site to another on land and made border patrol easily managed and monitored.

The maritime training of immigration officers was a timely and significant component of the project. Evaluation data further shows costs of operations such as hiring of operators, maintenance and repairs have reduced since DCIC trained its own officers who will in turn support in training other officers in maritime border security and patrol.

Collaboration with sister agencies like police and UPDF also helped cut down on operational costs especially costs related to maritime training and patrols on Lake Albert.

#### 1.4.5 Sustainability

Evaluation findings show that efforts of bringing on board the UPDF maritime unit during the maritime training and also helping to guide the setup of the maritime unit within the DCIC was within the wider pursuit to ensure this project is sustainable and DCIC will continue benefiting from project results realised after end of project implementation. The maritime training of DCIC staff was carried out by UPDF as a shared role with a sister Government Department. Both trainings were hosted in the military barracks which are government institutions. Such a partnership with a sister government department not only saved costs for training but will also ensure DCIC continue using UPDF facilities and personnel alongside certified DCIC trainers to carry out future trainings.

The DCIC close collaboration and work relationship with the UPDF during the maritime training was a key sustainable partnership approach between government agencies and through the support of the project, this relationships with DCIC was nurtured through joint participatory processes to enhanced ownership by DCIC.

Through this project, immigration officials were also trained on maintenance and repair of boats which will contribute to sustainability through readily available in-house capacity. The trainees have also continued to be in contact with the UPDF trainers for further mentorship and polishing of skills on water. Sometimes they contact the UPDF through phone or face to face meetings when they need their support.

#### 1.4.6 Lessons learned

Confronting migration challenges and curbing transnational crimes on land and water requires an integrated approach involving all stakeholders locally and internationally. Improved infrastructure, equipment and well-trained and committed officers contribute to strengthened border management

An effective legal framework and related policies for addressing migration challenges are best formulated using evidence and adherence to international standards with strong partnerships between government entities, external and local agencies.

Engagement of other government departments such as UPDF and UPF in areas such as capacity development will enhance ownership sustainability but also promote interagency collaboration towards safer borders.

#### 1.4.7 Best practices

DCIC has a very good working relationship with other sister agencies like Uganda police force (UPF), Uganda people defense force (UPDF) and Internal Security Organization (ISO) in their involvement in the joint surveillance and operations on Lake Albert.

There is clear segregation of roles on all government agencies operating on the maritime borders. Key informant interviews with the immigration officials at lake Albert indicates that, there is a good working relationship and close collaboration working relationship with the UPDF and Uganda police force unit in controlling the waters as the DCIC manages the borders. This kind of understanding has therefore shaped the way the trio carries out joint operations.

When police or UPDF marine in their separate operations intercept irregular migrants they hand them over to immigration officers. This integration enhances sustainability of project operations. At Sebagoro border crossing point (BCP) immigration officers carry out periodic sensitisation of the border communities' population on irregular entry and the dangers it poses for the country and because of this, it was indicated from qualitative data that irregular entries had reduced and more are now coming in through gazetted points.

### **1.5 Key Recommendations**

#### 1.5.1 Recommendations for IOM

1. It was a concern from the Commissioner Immigration for the need to be supported with a system or technology that helps in tracking cross border movements. If possible benchmark with what is already being done in other countries that have best practices in maritime operations.
2. Given the varsity of the waters, the number of marine officers and boats is not enough to curb all illegal activities on Lake Albert. Also provide more boats for places like Ntoroko and other clusters for effective patrol of the borders.

#### 1.5.2 Recommendations for DCIC

1. Put in place a fully-fledged marine unit right from the head office to operational areas and provide all the necessary resources in order to man all the entry points whether gazetted or ungazetted.
2. Organise more maritime trainings to carter for the new trends in migration, and also learn new techniques that come up from time to time. The training should target more personnel operating

on the maritime borders. The training can include international relations and other areas that will help immigration officers have knowledge on what is happening in the region. This could take advantage of already established training school in Nakasongola.

3. Use the current trained immigration marine staff who have fully mastered the skills and are in position to train other staff.
4. The Government and DCIC need to plan for and provide insurance coverage for staff who are involved on the waters against death on the lake and provide for risk allowance. This came out as a recommendation from one the immigration official interviewed.
5. Provide armoured vests to immigration staff to use during operations on the lake.
6. Align the positional JDs for staff operating on the lake to include maritime related job requirements and subsequently align the payment accordingly.
7. Commit more resources and open up more clusters on Lake Albert to effectively man all illegal entry points.

**Increase budget for the boat at Sebagoro BCP in order to effectively manage borders as needed by immigration officer.**

## **2 Project Background**

The Government of Japan has since 2014 generously supported IOM to assist the Government of Uganda in enhancing its capacity to comprehensively manage its borders through IOM's Immigration and Border Management (IBM) programme. The programme has addressed the Government's increased need to better manage and control Uganda's migration flow and cross-border security threats through: establishment of the Immigration Training Academy (ITA); development of various border management training curriculums and provision of trainings; installation of Migration Information Database Systems (MIDAS); upgrading of immigration border offices with ICT devices, power supply and radio devices and provision of border patrol vehicles and a boat. As a result of the continuous support by the Government of Japan, Government of Uganda was able to ensure stronger control on migration flows as well as prevention of cross-border crimes at project targeted border points.

According to the reduce transnational security threats while increasing border security and regular migration in uganda project design, it was indicated as follows, "in recent years, Uganda had been exposed to multiple border management challenges in regard to managing flows of migrants along its vast porous borders surrounded by Kenya, Tanzania, Rwanda and two countries with protracted armed conflict, the Democratic Republic of the Congo (DRC) and South Sudan. In addition, there was an increasing concern of irregular movements through the lake border and particularly along the Lake Albert, bordering with the Democratic Republic of Congo. In the past, the lake had also been the scenario of humanitarian disasters where refugees' boats, trying to escape an on-going conflict, capsized".

Although Uganda's migration management including border security had been strengthened through IOM's interventions since 2014, an internal needs assessment carried out by the DCIC highlighted that there was still need to improve its legal framework and operational procedure, especially in regards to work permits, citizenship and visas for international workers (expatriates), travellers, students and other foreign residents coming into Uganda. There was need for developing operational guideline(s) on existing procedures for entry, residence and establishment in Uganda and in line with the regional and continental Free Movement of Persons protocol. In addition to the border management needs, there was also an

increasing concern of irregular movements through the lake border and particularly along the Lake Albert, bordering with the Democratic Republic of Congo.

In August 2019, IOM held a regional Maritime Security Workshop in Kenya where maritime security issues in the region were discussed including lakes bordering multiple countries. As a result of the workshop, Uganda was recommended to enhance its operational capacity for patrolling over the lakes to prevent security issues. Specifically, Lake Albert, which borders to the conflict affecting the eastern DRC region, had various landing sites on its coastal line and was a hot spot for irregular migration into Uganda.

#### Purpose of this project

The project aims to contribute to the efforts of the government of Uganda to facilitate regular migration and counter irregular migration while reinforcing security at the border. This objective was planned to be achieved through improving government's legal framework and procedures for regular migration, while addressing irregular migration challenges through improved maritime capacities. The project's direct beneficiary is the Directorate of Citizenship and Immigration Control (DCIC) and the indirect beneficiaries are the Non-Ugandan nationals expected to travel to Uganda and/or are already in Uganda for work, reside and study in the country.

To achieve the above objective, IOM implemented a 12-month project titled ***“Reduce Transnational Security Threats While Increasing Border Security and Regular Migration in Uganda.”*** The project was funded by the Government of Japan and implemented by IOM in close coordination with the Directorate of Citizenship and Immigration Control (DCIC).

#### **The evaluation objectives and purpose**

The overall objective of the evaluation was to evaluate the relevance, performance and achievements of the project; to assess IOM's collaborative approach and strategy with DCIC in enhancing border security and national stability in view of the COVID 19 pandemic, through an improved response and strengthened coordination among border management agencies to effectively combat terrorism threats and other transnational organized crimes. The evaluation was also to assess the complementary approach with other IOM projects, as well as with any international, regional and local initiatives and commitments of the Government of Uganda for effective management of border point of entries in line with its priority areas.

### **3 Methodology**

#### **3.1 Qualitative and quantitative data collection**

Development of the inception report was based on the evaluation terms of reference and project proposal. The evaluation processes involved IOM staff where they provided their input to the data collection processes by reviewing and providing feedback on the inception report and data collection tools. Initial findings, lessons and recommendations were presented to the project staff for their input and feedback. The DCIC staff at head office and field offices were interviewed to establish the role they played in project design, implementation monitoring and evaluation; not withstanding any other support they provided to the project.

#### Quantitative data from secondary sources

Secondary data collection involved using already existing data which was previously gathered by IOM project staff and DCIC. A checklist was developed to extract secondary data comprised of a set of open-ended questions to be systematically posed to the data sources and project staff.

#### Qualitative data sources

Participants for the qualitative sample were sampled on the basis of being potential beneficiaries and stakeholders who were assumed to be aware of project interventions and participated in it. These included immigration officers, IOM staff and the consultant that supported the development the DCIC operational guidelines and manual.

Qualitative (descriptive) information was got from project reports and documents that had been produced like training reports and consultation meeting reports, local and international policies and DCIC operational guideline among others.

Key findings from KIIs have been summarised whereby the consultants took note of frequent responses of the participants on various issues taking into consideration the explanations and interpretations given by the participants compared with the quantitative data summaries/reports.

### **3.2 Sampling**

The consultant used simple random sample in the selection of immigration officers that benefited from the training. Immigration officers that were working in the Albertine region were purposefully included in the sample given the focus of this project on maritime security and capacity development efforts for enhancing patrol operations on Lake Albert.

### **3.3 Managing data collection reporting and analysis**

The following approaches were used to ensure sampled participants provided all information on different aspects of the project.

#### Quantitative data from secondary sources

Quantitative (numerical) data was obtainable from IOM reports and from DCIC Albertine region migration office.

#### Document review

The following documents were reviewed to generate information relevant to this evaluation: project proposal, work plans, project log frames and indicator tracking tables, training report, list of participants for training and workshops, guidelines and policies, work permit guideline, signed and adopted citizenship guidelines, coordination meeting reports, meeting minutes, deed of donation of motor vehicle and boat, list of stakeholders and designations that participated in consultative meetings. Other documents reviewed were as follows: IOM country strategy, government of Uganda 1995 Constitution, chapter 66 on Citizenship and Immigration Control Act and the 2016 New York Declaration (NYD) of refugees and migrants among others.

#### Key informant Interviews

In-depth interviews were conducted with selected key informants at different levels using the key informant interview guides/checklists. The selection of the key informants was done in agreement with IOM.

### 3.4 Performance standards

In order to assess the level of achievement following the interventions carried out by the project, the following performance standards were used;

#### Logical framework

Logical framework for the project which had objectives, indicators and assumptions was used to assess performance. The consultant used logical framework to compare current performance with what was in the plan.

#### DAC- OECD criteria

The four DAC evaluation criteria were used in the evaluation process to determine the relevance, effectiveness, impact and sustainability of the project interventions.

#### International humanitarian and human rights laws

The consultant used the Minimum Standards for immigrants and refugees that included: IOM country strategy and the 2016 New York Declaration (NYD) of refugees and migrants. The questions developed were aimed at getting responses in regards to reducing transnational security threats and increasing border security and regular migration.

#### The 1995 Constitution of the Government of Uganda- Immigration Control Act

The Act's aim is to make provision for acquisition of citizenship of Uganda pursuant to the Constitution, to provide for the compulsory registration of all Ugandans and the issue of national identification numbers and the issue of national identity cards to citizens of Uganda; to regulate the issue of passports to citizens of Uganda, to provide for the regulation and control of aliens in Uganda.

## 4 Results

### 4.1 Relevancy

Evaluating relevance was concerned with assessing whether the project “**Reduce Transnational Security Threats and Increasing Border Security and Regular Migration in Uganda**” was in line with local needs and priorities, and donor requirements. The evaluation established whether this project was aligned to the government of Uganda's intention of securing its borders including creating an enabling environment to help voluntary and involuntary immigrants.

#### Alignment to problems the project addressed

The design of the project was based on information arising from the internal needs assessment carried out by the DCIC. All the outcomes, outputs, activities and indicators included in the design were relevant to the identified needs by the project.

Uganda shares water bodies with neighboring countries with the potential for armed conflict, instabilities, and porous borders. According to the project design, it was indicated as follows, “In recent years, Uganda has been exposed to multiple border management challenges in regard to managing flows of migrants along its vast porous borders surrounded by Kenya, Tanzania, Rwanda and two countries with protracted armed conflict, the Democratic Republic of the Congo (DRC) and South Sudan. In addition, there had been increasing concern of irregular movements through maritime borders and particularly along the

Lake Albert, bordering with the Democratic Republic of Congo. In the past, the lake had also been the scenario of humanitarian disasters, where refugees' boats trying to escape an on-going conflict capsized.”

Qualitative information shows that immigration officers that were working on the maritime borders had challenges accessing both gazetted and ungazetted boat areas to control irregular migrants. The training and donation of the boat therefore eased the work of migration officers, enabled them to be more mobile and easier to move to the designated landing sites and handle the migration issues.

Before the donation of the boat, the main mode of transport for immigration officers in Butiaba cluster to connect from one landing site to the other was motor bikes. Due to long distances covered by the motor bikes, sometimes the immigration officers would find that the irregular migrants had already fled and integrated into the population. Roads to some entry points had bad terrain and wherever there was heavy rain, the water levels increased paralyzing road movements on some roads.

Beneficiaries of this project are satisfied with the project interventions due to its relevance to the underlying challenges in relation to securing Uganda's maritime borders especially in the Albertine region. The provision of the boat helped DCIC staff and its partners to secure the borders and they are now more ready to respond to any emergency related to irregular entry into the country through maritime patrol and surveillance.

Before the maritime training, immigration officers did not possess swimming skills and motorboat operations. The training has not only given them marine skills but also motivated other immigration officers to do the training.

*“Before this project, in Butiaba cluster, the immigration officers had three motorbikes which they used to man the lake borders. But because of bad weather and flooding of the roads, it was so difficult for them to be effective, some roads were cut off and they couldn't ride to both gazetted and ungazetted sites on the lake. Additionally, due to lack of resources, the immigration officers could not use police or UPDF boats because they were requested to fuel them, leave alone the bureaucracies of management approvals from sister agencies. The sharing of such boats was a big challenge on the side of immigration officers.” Butiaba Immigration Officer/Cluster manager.*

*“This project has helped us a lot to reach areas we couldn't reach before. We can now work easily and also reach areas that used to be cut off by floods. The training and the boat simplified our operations on the lake; before, we used 30 minutes or more on motor bikes to get from one landing site to another but now with the boat, we only take 10 minutes or less.” Immigration Officer/trainee Butiaba*

*“Those days, it was not easy connecting the ungazetted areas, illegal immigrants really disturbed us. Now days, we easily go to any landing site and the boat has made our work very easy. We can also control the movement in and out of the ungazetted points with much ease.” Senior Immigration Officer Albertine Region.*

*“Because of bad weather and flooding of the roads, some roads would be cut off and sometimes we couldn't effectively manage borders. Sometimes we could get information that people are coming illegally but we didn't have a boat except the one of police or UPDF which again required long approval processes before we could use them. Now that we have our own boat, we are effective in our work and we can easily get to any border post in our cluster. With our boat we are very satisfied with IOM donation and are much better off than we used to be*

before. We are now ready to respond to any call to handle any illegal entry on our lake.” Butyaba Immigration Officer/Cluster manager.

“Because of the boat, we can now easily move to the designated landing sites with ease and be able to handle the migration issues and move to other sites. Because we are now mobile, we are now able to control movements on the lake.” Senior Immigration Officer Albertine Region.

#### Complementarity of the project with other organisation interventions in the country

IOM is carrying out another phase of the project for transnational security, this project has planned to purchase an additional boat and build the capacity of DCIC in order to effectively manage its maritime borders.

#### Alignment with policies and existing benchmarks

The project is aligned to the 1995 Constitution of the Republic of Uganda; chapter 66 on Citizenship and Immigration Control Act; specifically act number 53 on entry into Uganda, sub section one two and three state; (1) Subject to this Act, no person shall enter or remain in Uganda unless that person is in possession of a valid entry permit, certificate of permanent residence, or pass, issued under this Act. (3) A person who is not a citizen of Uganda shall not be issued with an entry permit, certificate of permanent residence or pass referred to in subsection (1) unless that person is in possession of a passport, certificate of identity, convention travel document or any other valid travel document. The Directorate of Citizenship and Immigration Control (DCIC) was mandated for implementing and enforcing the Uganda Citizenship and Immigration Control Act and related immigration laws and policies adopted by the Board and the Government of Uganda. The Control Act was therefore intended to streamline the actions and day-to-day operational procedures in each Department by providing guidance for the timely application of the Constitution, the Uganda Citizenship and Immigration Control Act and other applicable immigration laws and policies in order to ensure uniformity in facilitating legal and orderly immigration in Uganda.

The project is also aligned to the IOM 2016-2020 strategy. For example MiGOF Objective 1 states, “Advance the socioeconomic well-being of migrants”. Sub objective 1 states, “Migration is increasingly integrated in government policies, development plans” and Sub Objective 2 states, “Strengthened management and regulation of cross-border labour mobility for national socioeconomic development.” MiGOF Objective 3: states “Ensure that migration takes place in a safe, orderly manner”; while sub objective 7 states, “Safe and regular migration channels are available and are accessed to provide stronger protection of migrants” and Sub objective 9 states, “The GoU implements a border management approach that contributes to increased national and regional security and economic development in adherence to international protection.” The operational manual which IOM supported in its updating is aligned to MiGOF objectives; for example chapters 9-14 of the operational manual addressed critical issues relevant to IOM strategy that include the following: citizenship, permits and passes, certificates of residence, visas, entry into Uganda, deportation and removal.

The project is also aligned to the Sustainable Development Goal 10.7 which says, “facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.” The heads of states affirmed the need for coherent and comprehensive responses with full respect for human rights and the humane treatment of migrants regardless of migration status, of refugees and of displaced persons as follows; “We recognize the

positive contribution of migrants for inclusive growth and sustainable development. We also recognize that international migration is a multidimensional reality of major relevance for the development of countries of origin, transit and destination, which requires coherent and comprehensive responses. We will cooperate internationally to ensure safe, orderly and regular migration involving full respect for human rights and the humane treatment of migrants regardless of migration status, of refugees and of displaced persons. Such cooperation should also strengthen the resilience of communities hosting refugees, particularly in developing countries. We underline the right of migrants to return to their country of citizenship, and recall that states must ensure that their returning nationals are duly received.”

The project is in line with the 2016 New York Declaration (NYD) of refugees and migrants. Declaration 4 g) states, “Put in place measures, with appropriate legal safeguards, which uphold refugees’ human rights, with a view to ensuring the security of refugees, as well as measures to respond to host countries’ legitimate security concerns.” While Declaration 49 states as follows, “We commit to strengthening global governance of migration; we therefore warmly support and welcome the agreement to bring the International Organization for Migration, an organization regarded by its Member States as the global lead agency on migration, into a closer legal and working relationship with the United Nations as a related organization. We look forward to the implementation of this agreement, which will assist and protect migrants more comprehensively, help states to address migration issues and promote better coherence between migration and related policy domains.” The project objective of contributing to the efforts of the government to facilitate regular migration and counter irregular migration while reinforcing security at the border is therefore in line with the 2016 NYD.

This project is also aligned to the 2018 African Union’s regional and continental Free Movement of persons Protocol. Article 6 section 1 of the Protocol states, “In accordance with the Protocol, Nationals of a Member State shall have a right to enter, stay, move freely and exit the territory of another Member State in accordance with the laws, regulations and procedures of a Member host State.” Article 7 section 1 states, “Entry into the territory of a Member State shall be permitted to a person entering the member state through a designated point or official port of entry, with a recognised and valid travel document. This protocol is also aligned to the operational manual which IOM supported in updating.

#### Alignment to local needs

In view of the Government’s commitment to embed migratory issues within the development strategy of the country, IOM in collaboration with DCIC designed this project to support the realization of the national priorities of the government of Uganda. IOM aimed at strengthening the capacities of relevant stakeholders, governmental and non-governmental agencies, in identifying and responding to the needs of migrants in Uganda. Key beneficiaries included governmental counterparts, through the provision of technical support and capacity building.

The mission for DCIC is in line with the project objective which states, “To facilitate the legal and orderly movement of persons to and from Uganda, regulate the residence of immigrants in Uganda, verify and process Uganda citizenship and enforce national and regional immigration laws for the development and security of Uganda. DCIC has four mandates that are as follows;

- Facilitate the legal and orderly movement of persons to and from Uganda.
- Process, verify and grant Ugandan citizenship.
- Regulate the issue of national passports and other travel documents;
- To facilitate and provide a conducive immigration environment for foreign investment in Uganda.

- To enforce national and regional immigration laws for the security and development of Uganda.

## 4.2 Effectiveness

The evaluation of project effectiveness focused on assessing the extent to which the project achieved the set outcomes in the project design and performance targets and indicators including factors that facilitated or inhibited achievements.

To achieve the project objective of contributing to the efforts of the government to facilitate regular migration and counter irregular migration while reinforcing security at the border, the project planned to carry out the following interventions: supporting the Directorate of Citizenship and Immigration Control (DCIC) to develop a guideline with defined criteria for issuing work permits and citizenship. This was planned to be done through facilitation of technical workshop and consultative meetings with all relevant stakeholders in DCIC; hiring an expert to review and develop a refined draft visa policy. The second outcome aimed to reinforce the government of Uganda maritime security capacity through enhancing patrol operations over Lake Albert.

### 4.2.1 Progress on project purpose and outputs

**Outcome I: Government of Uganda’s Immigration procedures are clarified and accessible to the larger public.**

In order to achieve the above objective, the IOM project helped DCIC to review and improve the Government of Uganda’s legal policy for foreign residents in Uganda and update its guidelines with defined criteria for issuing work permits and citizenship through facilitation of technical workshop and consultative meetings with all relevant stakeholders.

The Operational Guidelines by the Ministry of Internal affairs, Directorate of Citizenship and Immigration Control (DCIC); under the section on acknowledgement page, it was highlighted that this manual was developed in 2021 under the IOM project, **“Reduce Transnational Security Threats while Increasing Border Security and Regular Migration in Uganda.”** IOM provided the overall coordination on the implementation of this component through its Immigration and Border Management (IBM) division. According to the operational manual, the Vision of DCIC is to be a model of excellence in provision of immigration service to Ugandans and Migrants and the Mission is to control, regulate and facilitate citizenship and immigration for the development of Uganda. The fact that the role of IOM in developing this manual is acknowledged, it shows it has achieved the project outcome of updating Government of Uganda’s Immigration procedures.

**Output I.1: Work permit and citizenship guidelines and visa policy are drafted and validated.**

The DCIC May 2021 Operational Guidelines indicates that section 59 of the Uganda Citizenship and Immigration Control Act specifically prohibits employment by or of non- citizens (foreign nationals) without a valid entry permit, Certificate of Permanent Residence or a special pass. An employer who wishes to apply for a work permit for a person employed by that employer shall submit an application through the Director, for consideration and approval. The application should be made before the foreign national enters Uganda. In case of a Certificate of Residence, the application shall be made while the

person is within the country. An application for a work permit may also be made by the person employed or proposed to be employed (employee).

In order to develop the guidelines, IOM facilitated 6 consultation workshops that had 10 (5 male, 5 female) participants to plan for the updating of guidelines. IOM also facilitated 8 (6 technical meetings and 2 technical validation workshops) to draft/update policies and guidelines for work permit, citizenship and visa. The technical meetings and validation workshops were attended by 6 (2 male, 4 female) participants. The research and discussions with DCIC also revealed that whereas the assignment was to develop Guidelines, it was expedient that some of the matters proposed to be contained in the Guidelines could only be included in Regulations which had not yet been developed at the time and as such, the operation guidelines effected some categories of Work Permits that are issued or proposed to be issued by DCIC that was not contained in the previous Regulations and/or guidelines this was an added value through the project support.

To disseminate the activities of the project to a wider public, a total of 6 officials (3 male, 3 male) participated in the talk show on NBS TV station; they included 1 DCIC representative, 2 IOM staff and 2 Embassy of Japan staff. Pull-up banners, back drops, talking points, cars and boat branding and other media messages and communication via Facebook, Twitter, IOM website, DCIC website and media houses and newspapers were used to further popularise the project.

Through the work of the consultant and validation and consultation workshops, all the guidelines were updated, well elaborated and bound into one operational manual. The consultant also helped in ensuring integration and alignment of the operational manual to the international standards in regards to immigration. The guideline is also in line with the project output of work permit and citizenship guidelines and visa policy are drafted and validated. The updated guidelines are aligned to the local and international benchmarks that include the following: the 1995 Constitution of Uganda, chapter 66 on Citizenship and Immigration Control Act; the 2016 New York Declaration (NYD) of refugees and migrants, Declaration 4 g; the 2018 African Union's regional and continental Free Movement of persons Protocol; Article 6 section 1. The key aspects of the manual which is also relevant to this project, local and international bench marks included the following guidelines elaborated below: citizenship, certificates of residence, visas, entry into Uganda, permits and passes.

*“Before, we did not have the operational manual that puts together the operational guidelines in all different areas that DCIC is doing. The consultant really did his part well and ensured the integration and alignment of issues with the regional and international standards. The IOM consultant thus helped us maintain that international posture compared to being in our own box.” Commissioner of Immigration Control.*

#### (a) Citizenship

Chapter nine of the operational manual on citizenship provides guidelines, procedures and processes to facilitate uniform application of the law and processes relating to application, grant of citizenship and the loss and deprivation of citizenship in Uganda. The guidelines are based on the 1995 Constitution and other relevant laws such as the Uganda Citizenship and Immigration Control Act that provide for Uganda citizenship including citizenship by birth, registration and naturalisation. The guideline also indicates the roles, functions and powers of different officials and committees in the application process; the documentation required for application for citizenship and the manner of verification of such documentation.

(b) Certificates of residence

Chapter eleven of the operational manual has guidelines on how to grant applicants to remain in the country for such a period according to the three categories under which the applicant may be granted a certificate of residence. The categories include: a) those legally married to a Ugandan citizen and there is a subsisting marriage of at least three years or such other period as may be prescribed; b) persons that have lived continuously and legally in Uganda for ten years or more and have contributed to the socio-economic development or intellectual development of Uganda; and c) persons who were former Ugandan citizens who acquired the citizenship of another country.

(c) Visas, entry into Uganda

Chapter 10 of the operational manual has defined criteria for issuing work permits and citizenship and includes 14 classes of work permits; it includes and not limited to the following criteria: Class A (Diplomatic Services), Class A (Official Services), Class A2 (Government Contractors), Class B1 (Agriculture), Class B2- Agro Processing, Class C1 (Mining of other minerals) and Class H (Pensioners & Ordinary Residents) among others.

Chapter 12 of the operational manual on visas indicates that unless the person is exempted from visa requirements, no person shall enter or remain in Uganda unless that person is in possession of a valid entry permit, certificate of permanent residence, or pass, issued under this Act. Visa means the authority or permission issued by the Government of Uganda or any person authorised by the Government of Uganda to a person to enter into the territory of Uganda. It further classifies five different categories of visas that include the following: Diplomatic, Official, Ordinary/Tourist, East African Tourist and Transit. The manual further shows that an applicant for a visa shall be made electronically using the standard visa application form and process by logging on to the online visa application portal.

The requirements for visa application are well clarified that include and not limited to the following:

- Official documents supporting the request for official visa
- Vaccination Certificate (Yellow Fever)
- Copy of the passport (Bio-data page & Cover Page) with at least 6 months validity
- Copy of recent Passport size Photograph
- Travel itinerary / booking
- Proof entries and exits into Uganda in the last one year

Data on visas or permits granted at points of entry

Albertine border regional immigration data shows that there is effective, orderly, safe, regular and responsible cross-border management and regulation of migration and mobility of people. Between September 2020 and August 2021 showed that a total of 3,806 and 4,394 people went through official entries and departures points respectively. For entries and departures, men constituted 69% and 73% respectively; women constituted 26% and 23% respectively and children 5% and 4% respectively. This therefore shows that the biggest category of people coming through Lake Albert are men and could be attributed to their job seeking behaviors in Uganda. There were more departures than entries and was due to two reasons: a) the security operations against illegal fishing saw many fishermen go back and b) the COVID 19 lockdown saw many people choosing to go back home to DRC for food and other things since there were no restrictions in DRC. Details are provided in the table below;

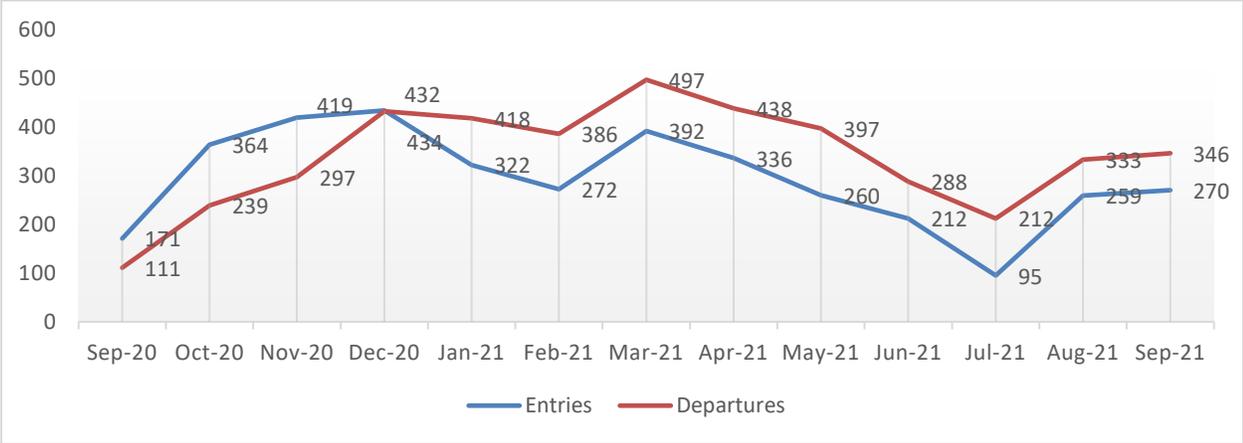
Table I: Albertine region entries and departures from September 2020 to September 2021

| Month        | Number of entries |             |            |             | Number of departures |             |            |             |
|--------------|-------------------|-------------|------------|-------------|----------------------|-------------|------------|-------------|
|              | Men               | Women       | Children   | Total       | Men                  | Women       | Children   | Total       |
| Sep-20       | 118               | 35          | 18         | 171         | 86                   | 15          | 10         | 111         |
| Oct-20       | 243               | 100         | 21         | 364         | 171                  | 63          | 5          | 239         |
| Nov-20       | 273               | 130         | 16         | 419         | 195                  | 78          | 24         | 297         |
| Dec-20       | 282               | 125         | 27         | 434         | 283                  | 137         | 12         | 432         |
| Jan-21       | 215               | 98          | 9          | 322         | 312                  | 84          | 22         | 418         |
| Feb-21       | 177               | 80          | 15         | 272         | 279                  | 89          | 18         | 386         |
| Mar-21       | 266               | 117         | 9          | 392         | 341                  | 143         | 13         | 497         |
| Apr-21       | 244               | 79          | 13         | 336         | 361                  | 66          | 11         | 438         |
| May-21       | 173               | 63          | 24         | 260         | 320                  | 70          | 7          | 397         |
| Jun-21       | 165               | 43          | 4          | 212         | 232                  | 50          | 6          | 288         |
| Jul-21       | 76                | 16          | 3          | 95          | 164                  | 41          | 7          | 212         |
| Aug-21       | 188               | 61          | 10         | 259         | 222                  | 95          | 16         | 333         |
| Sep-21       | 207               | 57          | 6          | 270         | 248                  | 91          | 7          | 346         |
| <b>Total</b> | <b>2627</b>       | <b>1004</b> | <b>175</b> | <b>3806</b> | <b>3214</b>          | <b>1022</b> | <b>158</b> | <b>4394</b> |

Source: DCIC Albertine regional immigration data

Further analysis of immigration data shows that those entering and departing the country were lowest in September 2020 and could be due to the government lockdown connected to COVID 19 pandemic; the highest departures were in March 2021. Overall, the departures were more than the entries.

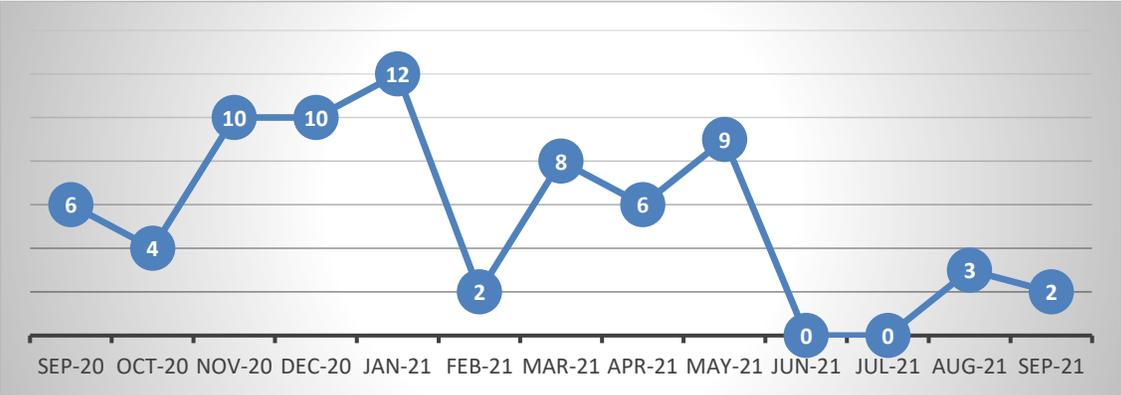
Chart I: Albertine region entries and departures from September 2020 to September 2021



Source: DCIC Albertine regional immigration data

Data from the Albertine region shows that a total of 72 (49 men, 23 women) persons were arrested for using illegal entries into the country. The arrests increased from December 2020 and dropped in June 2021. Details are provided in chart below;

Chart 2: Data from Number of arrests due to illegal entries in Ssebagolo cluster



Source: DCIC Albertine regional immigration data

Whereas the above charts show active and regulated points of entry, the data is not consistently showing smooth trends to assert conclusion that irregular entries are effectively being managed. This may be due to the government lockdown following the COVID19 pandemic which affected movements across the borders and hence erratic statistical trends.

(d) Permits and passes

The guideline states, “Government prohibits employment by or of non- citizens (foreign nationals) without a valid entry permit, Certificate of Permanent Residence or a special pass. An employer who wishes to apply for a work permit for a person employed by that employer shall submit an application through the Director, for consideration and approval. The application should be made before the foreign national enters Uganda. In case of a Certificate of Residence, the application shall be made while the person is within the country. An application for a work permit may also be made by the person employed or proposed to be employed (employee).

Dissemination of guidelines

Project activities were disseminated through awareness raising activities using various media forms, such as Government of Uganda’s official websites, IOM twitter and Facebook account, procedure leaflets, posters and TV talk shows. For example, on 15th September 2021, from 9:00–10:00am IOM, together with the Embassy of Japan and Ministry of Internal Affairs appeared on live talk show on NBS Television to discuss the Security of Uganda’s borders; where the DCIC Commissioner for Immigration Control, H.E. Ambassador of Japan to Uganda and IOM Uganda Chief of Mission engaged and participated in the talk show. Consultative workshops and meetings were also held to discuss guidelines and policies.

**Outcome 2 Government of Uganda maritime security is enhanced**

**Percentage of immigration officers report improved capacity to respond to border management needs**

To address migration and border management capacity gaps, this project was designed to support Government of Uganda secure its maritime border management over Lake Albert and combat irregular migration. The Directorate of Immigration Control prioritized maritime training as a measure to improve the capacity of immigration officials to combat migration-related crimes in the country. This was the first in a series of trainings on maritime border security, under IOM’s project titled, “Reduce Transnational Security Threats While Increasing Border Security and Regular Migration in Uganda” funded by the Government of Japan.

The table below shows that the project achieved all its planned activities in this outcome. All (100%) interviewed migration officers that were trained in maritime said their capacity had been improved to respond to border management; the performance also exceeded the target of 80%. Whereas two patrols were planned to be carried out on the lake, the trained officers carried out a minimum of 6 patrols per month. The project also trained 11 out of the planned 10 migration officers. A 4x4 vehicle and one boat were bought. The maritime training has therefore given migration officers skills to improve border management and detect other transnational crimes. According to minute two of the joint coordination meeting held between DCIC and IOMs for the 2<sup>nd</sup> March 2021, all trainees had been assessed at 80% by the instructors.

Table 2: Progress made on project indicators

| Indicator  | Baseline | Target | Actual                 |
|--|----------|--------|------------------------|
| Percent of immigration officers report improved capacity to respond to border management needs | 0%       | 80%    | 100%                   |
| Number of lake patrols conducted by DCIC   | 0        | 2      | Minimum of 6 per month |
| Number of officials trained on patrolling and usage of boat                                    | 0        | 10     | 11                     |
| Number of 4x4 vehicles received  | 0        | 1      | 1                      |
| Number of boats received   | 0        | 2      | 1                      |

Maritime training

Being the first training to be carried for DCIC staff operating on lake to enforce migration standards, it was thus a timely and effective approach. DCIC ensured all of the trainees were deployed on the shores of Lake Albert and land border points. The eleven participants (1 female, 10 males) that were trained included: four Immigration Officers and six Assistant Immigration Officers from eight border stations of Kotido, Ntoroko, Mutukula, Busia, Sebagoro, Butiaba, Atiak and Moroto. The training was conducted by Uganda People’s Defence Forces (UPDF) marine unit instructors that consisted of 8 instructors (1 Female and 7 Males).

The training was divided into two phases; the first phase was conducted at Gaddafi Junior Barracks, Jinja district and lasted for 4 weeks from 5<sup>th</sup> February 2021 to 4<sup>th</sup> March 2021. The core areas of the training were swimming, leadership, water survival tactics, investigation and maritime law. The second phase; was conducted at Magamaga Marine Pier, Ntokolo, Mayuge District and lasted 6 weeks from 6<sup>th</sup> April to 21<sup>st</sup> May 2021. This phase training mainly focused on navigation and raft/foot drill, water survival technics, small boat handling, engine troubleshooting, security intelligence and leadership.

Before the training, the trainee immigration officers did not have prior skills in swimming and motorboat operations. Qualitative interviews with the trainees indicated that they had now acquired the needed

skills and as such, they are now applying the gains gain in maritime border security management, management and operation of the board to patrol and monitor maritime border points and swimming skills to conduct rescue mission in waters. The trainings also motivated other immigration officers to be considered for any future maritime training in case such an opportunity arises.

*“We received training in the following areas: navigation and raft/foot drill, water survival technics, small boat handling, engine troubleshooting, security intelligence and leadership. Others were swimming, investigation and maritime law.” Immigration Officer/trainee Butyaba cluster.*

*“Before the training, I was an immigration officer and used the motorbike to patrol borders on the land, I couldn’t effectively patrol the lake border because we did not have a boat and we did not have any knowledge in boat handling.” Immigration Officer/trainee Butyaba cluster.*

*“With the support of the boat and the training we received, we have our scheduled days of Monday, Thursday and Saturday when we move to the gazetted places to clear all those coming in the country. We are also on standby in-case there are those that are using ungazetted points. Wherever we get surveillance information about illegal entry, we now move very fast.” Immigration Officer Butiaba cluster. Immigration Officers are also on standby in-case there are those that are using un-gazetted points.*

*“Because of the training, provision of the boat and joint operations with the security agencies, those who go onto the waters illegally and want to commit crime now know the borders are being guarded and they will be intercepted. We have already seen this working and this has created fear and hence reduction in the people who want to commit crimes on the lake.” Immigration Officer Head office.*

*The maritime training was a good and timely intervention given the risks we were faced with on Lake Albert. Besides, this was the first training we have ever had by our staff on maritime. We call them marine and we are going to put them in our structure. Most of our marines are deployed on the shores of Lake Albert and they can now do a number of things which they could not do before.” Commissioner Immigration.*

*“Before the training I was an immigration officer seated in the office and also managing borders using a motor bike. The provision of a boat by IOM has simplified life and we can now move and intercept some wrong immigrants.” Trained Immigration Officer Butiaba*

*“The training helped us. We got the confidence to operate on water and we are now in charge of our operations.” Trained immigration officer Butiaba*

*“I am very happy with the maritime training of DCIC staff, this has never been there in DCIC. It was the first of its kind. I can say we scored over 80% in maritime training.” IOM Project Manager.*

*“Before the training, I was working at a border as an immigration officer and I have continued to work at this border. This training was very useful for me because before I had never got any skills in water, I didn’t know how to swim and I used to fear water so much. After the training, I now know how to go about maritime crime and how to navigate a boat on water and the skills I have acquired are very useful. I was the only female in the training and I have mastered a lot of survival skills and in case of anything, I can save lives and myself. Fellow ladies feared this training a lot and even other staff but after going through this training, it has been motivation and encouragement for many and most of them are looking for any upcoming opportunity to be trained. I am in*

*position to be deployed even on the lake and use my skills because in DCIC, you can be deployed anywhere.”*  
Immigration Officer Elegu

*“I didn’t have any skill in motor boat navigation, I even didn’t know how to swim. I now have skills in motor boat navigation, repairs and maintenance. This training is useful for us because we are faced with illegal entrants on water especially in the Albertine region.”* Immigration Officer Entebbe airport.

## **Output 2.2: One 4x4 and one patrol boat are provided for patrolling the area of the Lake Albert**

### **Procurement of inflatable patrol boats**

To reinforce the Government of Uganda maritime security capacity through enhancing patrol operations over Lake Albert, IOM donated one patrol boat and one 4x4 patrol vehicle equipped with patrol radios.

The donation of the boat and vehicle has enhanced the management of the porous lake borders. The motorized boat named Usalama, Kiswahili word for security, carries six persons and is equipped with a very high frequency (VHF) radio and computerized navigation command system.

The provision of the boat, training of DCIC staff and joint operations with the security agencies has increased DCIC presence and visibility on the waters. Now that there is constant movement on water in Butiaba cluster by use of the donated boat, people know the waters are being patrolled. Due to increased awareness and visibility on the water, it has sent a signal to would be crime perpetrators of any repercussions in case they plan to carry out illegal actions on the lake.

Qualitative data indicated that the number of migrants travelling through the gazetted entry points is increasing as intending migrants know they can be arrested in case they use ungazetted entry points.

*“IOM assisted us in acquiring a boat and patrol car which have increased the number of times we carry out operations especially in the Albertine region. Due to increased awareness about project achievements, a number of staff has come to me asking for opportunities to join the maritime training.”* Training Officer DCIC.

*“Before the training, we used police to operate the motor boats, sometimes we couldn’t use them due to unavailability of police marines, but now because of the training of our own staff, we can now operate the boats ourselves.”* Commissioner Immigration.

*“Immigrants who previously feared using gazetted entry points have now started using them in fear of being caught using ungazetted entry points.”* Immigration Officer Butiaba.

*“Because of the patrols, the illegal entries have reduced and those coming in the country officially have increased. Those that used to come unofficially have been cut off because they fear that there are patrols on the lake.”*  
Butyaba Immigration Officer/Cluster manager.

## **4.2 Cross cutting themes**

### **Gender**

The August 2020 Interim Report to the Embassy of Japan indicated that gender considerations were incorporated in the project through assignment of a female Senior Immigration Officer as DCIC’s focal

person of the project. The officer coordinates project activities with DCIC and IOM and ensures the swift follow up of activities as required by IOM. The training of 11 migration officers had one female on the team. The UPDF expert marine instructors were 8 persons (1 Female and 7 Males).

There was a balance in the selection of 10 participants for consultation workshops that included 5 male and 5 female; of the 6 participants for the technical validation workshop, 2 were male and 4 female; and of the 6 participants for dissemination and awareness raising meeting conducted via TV talk show shows, 3 were male and 3 female.

Albertine border regional immigration data from September 2020 to August 2021 on entries and departures is clearly disaggregated according to male, female and children. For entries and departures, men constituted 69% and 73% respectively; women constituted 26% and 23% respectively and children 5% and 4% respectively. Such data is very vital on key actions to take in relation to border security and could be a pointer that most perpetrators on the lake are males.

### **4.3 Impact**

Assessment of the Impact involved identifying positive and negative changes produced by the project both directly or indirectly, intended or unintended. Intended positive effects depended on expected results from project implementation processes as defined in the project log frame at purpose level.

#### Intended impact

The project has made progress on all its planned interventions that contributed to the project objective. All (100%) interviewed migration officers that were trained in maritime said their capacity has improved to respond to border management; the performance also exceeded the target of 80%. Whereas two patrols were planned to be carried out on the lake, the trained officers carried out a minimum of 6 patrols per month.

Albertine border regional immigration data shows that there is effective, orderly, safe, regular and responsible cross-border management and regulation of migration and mobility of people. Between September 2020 and August 2021, it showed that a total of 3806 and 4394 people went through official entries and departures points respectively. Qualitative data also shows that there is control on illegal entry as a result of this project; for example, recently, a group of 12 Congolese were intercepted by DCIC trained staff. IOM ensured orderly and human immigration through building the capacity of DCIC.

There is ownership of the project by DCIC and commitment to continue benefiting from the achievement so far realised. DCIC also works with Border Security Officers (BISO) who carry out intelligence and provide its staff with surveillance information on all movements on the lake. BISO usually uses local people as contacts whom he has trained and such contacts who act as CIDs in the community are not known.

DCIC has very good working relationships with other sister agencies such as UPF, UPDF and ISO in their involvement in the joint surveillance and operations on Lake Albert. IOM also has very good working relationships with DCIC. The good working relationships have enabled joint planning meetings and patrols.

The training not only provided DCIC staff with maritime crime and boat management skills but also survival skills. The training has also been motivation to other staff especially when they saw that one of the trainees that completed the training was female.

This project also indirectly contributed to appropriate handling and linking of refugees from Eastern DRC to UNHCR. According to KII from immigration officials interviewed, the trained immigration officials worked closely in collaborated with office of the prime minister and UNHCR in handling of refugees. Due to political instability in Eastern DRC, a total of 19 asylum seekers were received in the Albertine regional border on 05/10/2021 through Nsonga border post. They were registered by Immigration and handed over to Office of the Prime Minister and UNHCR.

*I was the only female in the training; the knowledge I got helped me master a lot of survival skills on water, After going through this training, it has been motivation and encouragement to many and most of them are looking for any upcoming opportunity to be trained.” Immigration Office Elegu.*

*“The UPDF and ISO have their intelligence network and if they see something they alert us and tell us a boat has already left DRC and it is carrying passengers, it is expected to land in such and such a place. Because of our good working relationship with them and the joint operations, the alerts we get on such movements on the water have helped us to effectively move and handle the situation accordingly.” Senior Immigration Officer Albertine Region.*

*“Our work is to carry out intelligence of the borders; we have recruited contacts who give us classified information. Wherever we get surveillance information about illegal entry, we alert immigration officers.” BISO Butyaba cluster.*

*I believe there is control of illegal entries as a result of this project; for example, recently, a group of 12 Congolese were intercepted by our staff. Senior Immigration Officer Albertine Region.*

*“When the immigration officers used not to have their own boat, we used to lend them ours to use for their operations. We also work with immigration staff to patrol the borders and provide them with the needed security.” Marine Police Officer Butyaba.*

*“We have a very good working relationship with DCIC and DCIC has very good working relationships with UPDF being a sister government organisation, this collaboration primarily enabled an effective delivery of the training on marine for DCIC officials.” IBM Project Manager.*

#### Negative impact and management strategies

On 25<sup>th</sup> March 2020, the Government of Uganda ordered a nationwide lockdown which affected timely and effective implementation of activities as outlined below;

- The official launch of the project that had been scheduled for April 2020 was instead launched on 30<sup>th</sup> June 2020.
- Project was planned to end in March 2021, IOM had to seek approval from the donors to extend the project for 6 more months to 30<sup>th</sup> September 2021.
- The August 2020 Interim Report to Japan indicated that the major challenge encountered during the reporting period was the COVID-19 pandemic which saw the global halting of trade,

imports/exports, and closure of some business. This delayed the procurement of the patrol boat and car.

- Consultation and technical workshops and meetings including other activities were equally delayed.

The lake has a stretch of more than 60kms and yet the gazetted entry points are only 6. With such a wide shore line it is very difficult to man all the entry points with the existing resources and personnel. The unmanned entry points have been the major reason for illegal entries.

The boat at Ssebagoro operates only three times a month due to limited resources which cannot allow sufficient fuel supply. The project also did well to provide life jackets for the immigration staff as a safety measure while conducting monitoring during water patrol.

The Ntoroko cluster has trained staff in maritime operations, the project provided only one boat to sufficient to monitor and patrol the large water body of Lake Albert as such, the immigration officers trained from Ntoroko cluster reported the need for more patrol boats such that they can effectively man the entry points, leave alone the many ungazetted points on Lake Albert.

*“Because of a long stretch of Lake Albert, when you gazette here people open up another illegal entry point; surprisingly you can see people docking even three km from where you are operating and that is why control of maritime borders needs a well-equipped marine in order to intercept all illegal entries.” Commissioner Immigration.*

*“The borders are wide yet we are expected to patrol all our cluster points; sometimes because of the limited amount of fuel given, we can only operate the boat three times a month.” Immigration Officer/Cluster manager Ssebagolo.*

*“I have received the training but I feel I am underutilised because a boat only works 3 times a month according to the gazetted days and sites because of insufficient fuel.” Immigration Officer/Trainee Ssebagolo.*

*“We have not fully used the people that we have trained because of lack of fuel and other logistics for the boats.” Immigration Officer Head Office.*

*“Some migrants sneak through ungazetted borders, while others whose visas expire sneak to Kampala and it is very hard to trace and arrest some of them.” Butyaba Immigration Officer/Cluster manager.*

#### **4.4 Efficiency**

Evaluation of efficiency focused on assessing how economic inputs were converted to outputs. The evaluation examined the extent to which the project utilized resources specifically staff, time, money, equipment in the best possible manner to achieve project outputs.

Table below shows that 85% of activities were implemented within the acceptable budgets of +-5%. Implying expenses were being incurred as planned in the project budget; for example the budget to facilitate technical validation workshop of 1,263 USD was spent to the dot; budget to facilitate technical

consultation workshop of 7,839 USD was also spent to the dot. Reasons for over expenditure were provided by the project team, for example, the cost for maritime training was higher by 13%, reasons for this was because of the high usage of fuel for the practical training which had previously been under budgeted. Monitoring and evaluation activities had an over expenditure of 222% because it was under budgeted and could not meet the consultancy costs for the evaluation.

Table 3: Analysis of project budget and expenses

| Description                                | Budget | Expense | Variance |
|--|--------|---------|----------|
| Train border management officials on lake  | 33,000 | 37,343  | 13- %    |
| Facilitate technical validation workshop   | 1,263  | 1,263   | 0.0      |
| Facilitate technical consultation workshop | 7,839  | 7,839   | 0.0      |
| Dissemination and awareness raising        | 4,400  | 3,082   | 0.3      |
| Design and print guidelines                | 2,000  | 1,981   | 0.0      |
| Engage consultant on revision of guideline | 15,000 | 15,623  | 4- %     |
| Branding of vehicle and boats              | 1,500  | 892     | 0.4      |
| Procurement of radio equipment for 4x4 v   | 1,266  | 1,266   | 0.0      |
| Procurement of 4x4 vehicle                 | 36,000 | 34,337  | 0.1      |
| Procurement of radio equipment for patrol  | 2,651  | 2,652   | 0.0      |
| Procurement of inflatable patrol boats     | 41,680 | 39,869  | 0.0      |
| Monitoring and evaluation                  | 1,800  | 5,790   | 222- %   |
| Visibility                                 | 3,850  | 616     | 0.8      |

The activities were carried out as planned, for example a donation acceptance form for the vehicle and boat had been duly signed by IOM Chief of Mission and Ministry of Internal affairs. The signed form holds the Donee responsible for efficient use of the donation for the intended objective. The acceptance form spells out as follows, “The property donated was in line with the objectives of the IOM project to reduce transnational security and threats while increasing border security and regular migration in Uganda. The Donee hereby undertakes to IOM that it will maintain ownership of the property and use it solely in the fulfilment of purpose.”

The maritime training gave migration officers skills to improve border management and detect transnational crimes. The maritime training of immigration officers was a timely and helpful activity. For example in Ssebagoro cluster, before the training, the cluster used to outsource someone to operate the boat and the cluster would pay him 100,000 per day, thus 300,000 a month or more depending on number of days he had worked. After the training, we do not incur any cost as there are trained staff that are currently handling maritime related patrol and monitoring with improved skills and knowledge.

The donation of the vehicle and motorboat had been used effectively to manage transnational security on the lake borders. The boat helped immigration officers reach areas they couldn’t reach before. For example before, immigration officers would take 30 minutes or more on motor bikes to get from one landing site to another but now with the boat, they only take 10 minutes or less. Likewise, the pickup has greatly helped them move from one site to another on land.

The trainees were hosted and accommodated at the UPDF barracks and DCIC provided funds for the entire first phase training; UPDF also conducted the training. Such costs that would have been met by the project were being met by another government department. This contribution by a government entity helped make savings compared to if a training facility or hotel was to be hired.

The boat was more expensive compared to the originally budgeted for boat due to the changing market costs from the time of proposal writing to time of purchase. The project was able to cost save on a successful tax exemption granted on request by the ministry of internal affairs with support from DCIC. The tax exemption funds were diverted to the phase two of the maritime training for immigration officers and the balance was used achieve other targets and objectives within the project plan. Additionally, DCIC requested for a fiber boat which was more expensive and durable than the planned inflatable boat. Due to cost implications, only one patrol boat instead of two was procured, the high cost was attributed to the lockdown due to COVID 19 pandemic.

Selection of the consultant for the review and development of the Operational Guideline was done through competitive bidding processes to get competent consultant without compromising quality. The November 2020 Terms of Reference Call for Applications for the national consultancy on the review of Visa, Work Permit and Citizenship guideline; key deliverables of the consultant included the following;

1. Provide technical assistance through reviewing Uganda's visa, work permit and citizenship policies guidelines to the needs of the DCIC which will be anchored in the national migration context, and in line with the regional and continental Free Movement of Persons Protocol.
2. Hold stakeholder meetings with pertinent government ministries, departments, and agencies to further understand their roles, experiences and more importantly, the Government of Uganda data protection and privacy policy with regards to Immigration Processes.
3. Conduct a desk review on existing frameworks, reports, on specific needs of Uganda in terms of visa, work permit and citizenship guidelines and compile best practices.
4. Facilitate consultative technical workshops with DCIC to review and confirm the methodology, structure of the guidelines, first draft and final draft.
5. Prepare final visa, work permit and citizenship guidelines and recommendations which take into consideration the consolidated comments from the pertinent stakeholders.

#### **4.5 Sustainability**

The assessment of the sustainability component focused on the ability of the project beneficiary (DCIC) to continue utilizing and benefiting from project results or outcomes realised after end of project implementation.

The training of DCIC staff was carried out by UPDF as a shared role with a sister Government Department.. Both trainings were hosted in the army barracks which are government institutions. The first 4 week training was conducted in Gadaffi Junior Barracks in Jinja district and the second 6 week training was conducted at Magamaga Marine Pier, Ntokolo, Mayuge District. Such a partnership by sister a government department not only saved costs for training but will also ensure DCIC continue using UPDF facilities and personnel to carry out future trainings.

The first phase of the training was funded by DCIC and IOM funded the second one. Since DCIC was able to meet the cost of the first training, it has the capacity and plans to continue funding future trainings.

There is also a plan by DCIC to send its staff to Ghana or Nigeria for exchange training to give them exposure of what is happening elsewhere including international maritime handling.

The UPDF is already guarding Uganda's borders including the marine borders and will continue guarding them. DCIC will need to work closely with UPDF to secure all borders both land and marine.

There was effective collaboration among key players that included the following: Border Internal Security Officer (BISO) and police. There were also periodic joint security operations to hunt the illegal residents and deport them back to Congo. This kind of operation to secure the borders will continue. The approach IOM used to nurture relationships with DCIC through joint participatory processes enhanced ownership by DCIC and hence will continue with operations within the available limited funding to secure and manage the Uganda border points.

Regarding boat maintenance and repair, UPDF has trained DCIC staff to handle this; the trainees have been carrying out minor maintenance and repairs and will continue doing so. The trainees have also continued to be in contact with the UPDF trainers for further mentorship and polishing of skills on water. Sometimes they contact the UPDF through phone or face to face meetings when they need their support.

There is already an immigration training academy for equipping DCIC officers with knowledge to combat challenges in relation to border security. DCIC can continue using this academy to train its staff using available resources within government.

*"I can now do maintenance and repairs of the boat myself because I have been trained to handle that."* Immigration Officer Ssebagalo.

*"The UPDF and police marine have been well trained and sometimes we rely on them to refine our skills, we move with them during the day and sometimes at night and they help us out since they have advanced skills in boat operations. Sometimes we call them on phone to guide us whenever we have queries and they readily provide us with on-going hands-on training."* Immigration Officer/trainee Butyaba cluster.

*"In the planned upcoming training, our own staff that was previously trained will be the ones to train or instruct others and we shall not rely entirely on UPDF as before. We have already identified some of them that can train others from those who were trained; besides, during the training, all of them performed above 80%."* Immigration Officer, Head Office.

## **5 Project Management Monitoring and evaluation**

The role of each partner (IOM and DCIC) was discussed and expectations of each clearly stated and open and continuous and timely communication between the two ensured that both teams were updated and on track with their various responsibilities.

Coordination meetings were held between DCIC and the project team, some of these meetings were held at DCIC level and others were held in the border posts. The purpose of the meetings was to discuss project progress, establish key learnings and harmonise operations but also take management actions and decisions for smooth implementation of the project. Additionally, actions were developed and

responsibilities for follow up and implementation were clarified in meetings. Below are key actions developed following meetings held between DCIC and IOM Uganda.

- On 21<sup>st</sup> May 2021, an inception meeting was held at Ntokolo marine pier in Magaga. The purpose for this meeting was to enable improved preparedness of border management agencies, identify and respond to terrorist groups at ports of entry. This meeting was attended by five participants. In this meeting, it was resolved that; two joint border agency training/workshops for 40 government officials on enhancing border security be carried out; it was also agreed that one inter-agency Standard Operating Procedures (SOP) be developed for Information Sharing and Protection of Sensitive Border Management Information at airports and points of entry.
- In a follow up coordination meeting between IOM and DCIC held on 23<sup>rd</sup> July 2021 at DCIC headquarters, it established that the Terms of Reference (TOR) for the consultant had been drafted by IOM and shared with DCIC for input.
- IOM organized an online inception meeting with DCIC technical team that included the following objectives: a) to share all relevant documents to facilitate the development of the draft guidelines like migration policies, institutional strategies; b) share the draft work plan detailing activities and expected timeline and c) DCIC to contact and liaise with the key stakeholders; MGLSD and security agencies.

The 2020 IOM Interim Report to the Embassy of Japan provided progress on project activities. Among the key achievements highlighted in the report include and not limited to the following: carrying out extensive consultations with government counterparts; and development of terms of reference for the consultant to develop the guideline

Review of the project logical framework showed that there were logical linkages between outcomes and outputs and subsequently with the overall objective. The logical framework objective states as follows: “To contribute to the efforts of the government to facilitate regular migration and counter irregular migration while reinforcing security at the border.” This objective is logically aligned to outcome 1 that states, “GoU's Immigration procedures are clarified and accessible to the larger public” and outcome 2 states, “GoU's maritime security is enhanced.” The following planned three outputs have logical linkages with the outcomes and objective. The outputs are: work permit and citizenship guidelines and visa policy are drafted and validated; border officials received training on patrol and usage of patrol boats and one 4x4 and two patrol boats are provided for patrolling the area of Lake Albert.

During the development of the project concept proposal, assumptions were identified and management approaches put in place. The table below shows some of the assumptions identified during the design and the management actions;

Table 4: Project assumptions and management approaches

| <b>Assumption</b>  | <b>Management Approach</b>  |
|--|---|
| All the stakeholders actively commit themselves to the development of new guidelines and policy. | The joint planning and validation meetings and joint patrols on the lake show that there was commitment from all stakeholders to ensure effective operation to realise the planned interventions. |
| Experts are available to conduct review of policy and guidelines.                                | The updated operational manual and hiring of review consultant shows that this was managed well.  |

|   |   |
|---|---|
| Quality service provider of boats and maintenance service available.                | The training of DCIC staff in maritime gave them the needed skills to carry out boat maintenance and repairs. Likewise, collaboration with UPDF marines has continued to provide the staff with hands on training in boat maintenance.  |
| Border officials are committed to assist in trainings on patrol and usage of boats. | There is joint operations on the lake borders that involve DCIC, police and UPDF. This has further provided the DCIC staff the needed security in case of any attacks from pirates.   |
| Armed threats and unpredicted water currents on the lake.                           | DCIC staff that operate on the lake are provided with basic safety items like life jackets for the operations, they also work with sister agencies like police and UPDF marine to protect them from armed groups that operate on Lake Albert who sometimes come to kill or arrest Ugandans and ask for ransom.<br><br><i>“We always require that our staff never go on the lake without police.” Commissioner Immigration.</i><br><br><i>“The time we go on operation we don’t move alone, we either go with the police or UPDF marine whether night or day. The water is risky, sometimes there are Congolese who come to capture people’s engines.” Immigration Officer, Butyaba cluster.</i> |

**Source: project M&E framework and evaluation findings**

### **Complementary approach with other IOM projects**

To protect the immigrants and immigration officers from COVID 19; the health project implemented in a different depart provided COVID 19 personal protection equipment to the border posts where this project is being implanted.

The management of this project carried out coordination meetings between IOM and DCIC and ensured providing updates on other projects implemented by IOM. For example in the inception meeting held on 21st may 2021 at Ntokolo marine pier in Magaga, it was resolved to conduct 2 joint border agency training/workshops for 40 Government officials on enhancing border security to improve counter-terrorism response. In this same meeting, it was also agreed that 1 inter-agency Standard Operating Procedures (SOP) be developed for Information Sharing and Protection of Sensitive Border Management Information at airports and points of entry through the recruitment of a leading consultant and 1 workshop for revision and validation. In the March 2021 meeting between DCIC and IOMF, it was reported that the Estonia government was in position to fund a project on digitalization; follow up with all concerned was being done to ensure funds are got from Estonia

### **Change management plans**

The DCIC leadership is aware and deploys staff where skills are needed and future transfers will be based on the training received. Besides, DCIC has also planned to train more people. Trainees working on the lake borders prefer being transferred to places with a boat to help them practice their marine skills.

*“We try to minimize transfers of staff, we only plan to do so within the specialised units and management will ensure deployment and transfers will be done to locations where they can apply their skills well.” Immigration Officer, head office.*

*“In case of transfer, I prefer being transferred to a place where there is a boat otherwise I will feel bad if taken to another immigration office without a boat because I may forget my marine skills.” Immigration Officer/trainee Butiaba cluster*

## **6 Lessons Learned**

Confronting migration challenges and curbing transnational crimes on land and water requires integrated approach involving all stakeholders locally and internationally.

An effective legal framework and related policies for addressing migration challenges are best formulated using evidence and adherence to international standards with strong partnerships between government entities, external and local agencies.

Engagement of other sister government departments such as UPDF will not only enhance ownership and sustainability but will also promote interagency collaboration and cooperation.

### **Best practices**

Key informant interviews with the immigration officials at lake Albert indicates that, there is a good working relationship and close collaboration working relationship with other sister agencies like UPF, UPDF and ISO in their involvement in the joint surveillance and operations on Lake Albert. The security agencies have also provided security to DCIC personnel against hijackers that take people and ask for a ransom.

There is clear segregation of roles on all government agencies operating on the lake borders. For example it is clear that UPDF and police control the waters and DCIC manages the borders. This kind of understanding has therefore shaped the way the trio carries out joint operations.

When police or UPDF marine in their separate operations intercept irregular migrants they are handed over to immigration officers. This integration enhances sustainability of project operations.

In Ssebagoro, immigration officers carry out periodic sensitisation of the communities in its borders on illegal entry and the dangers it poses for the country and because of this, it was indicated from qualitative data that illegal entries had reduced and more are now coming in through gazetted points.

*“Wherever the police and UPDF marine carry out operations and find illegal immigrants on the lake they hand them to us because that is what really concerns all of us as government institutions.” Immigration Officer Butyaba cluster.*

*“We mainly sensitise the community on the lake borders and talk to them of illegal entry and the danger, we didn’t focus so much on the arrests but endeavoured to give them information on illegal entry and as a result, illegal entries have reduced and we are now seeing more coming in through gazetted points.” Immigration Officer/Cluster manager Ssebagolo*

## **7 Conclusions and Recommendations**

### **7.1 Conclusions**

#### Relevancy

The qualitative evaluation findings indicate that the project was relevant. The updated DCIC guidelines are aligned to the local and international benchmarks that include the following: The 1995 Constitution of Uganda, chapter 66 on Citizenship and Immigration Control Act; The 2016 New York Declaration (NYD) of refugees and migrants, Declaration 4 g; The 2018 African Union's regional and continental Free Movement of Persons Protocol; Article 6 section 1.

#### Effectiveness

The project achieved its outcomes as indicated in the purpose level of the logical framework. The planned results were delivered and received by DCIC and the benefits will continue to be realised by DCIC and ultimately the Government of Uganda.

Data from the Albertine region, to some extent shows that there is effective, orderly, safe, regular and responsible cross-border management and regulation of migration and mobility of people. Between September 2020 and August 2021 showed that a total of 3806 and 4394 people went through official entries and departures points respectively. Through the support of this project, there is also the implementation of planned and well-managed migration policies and continental free movement of persons.

All (100%) interviewed migration officers that were trained in maritime said their capacity has improved to respond to border management; the performance also exceeded the target of 80%. Whereas two patrols were planned to be carried out on the lakes, the trained officers carried out a minimum of 6 patrols per month. The project also trained 11 out of the planned 10 migration officers. A 4x4 vehicle and one boat were bought.

The May 2021 Operational Manual by the Ministry of Internal affairs, Directorate of Citizenship and Immigration Control (DCIC); under the section on acknowledgement page, it was highlighted that this manual was developed in 2021 under the IOM project "The fact that the role of IOM in developing this manual is acknowledged, it shows that it has achieved the project outcome of updating Government of Uganda's Immigration procedures.

#### Impact

All migration officers that were trained in maritime said their capacity has improved to respond to border management and as such, they are now applying the skills gained to ensure safe and regulator movement of immigrants. The training has provided them with skills in maritime crime and boat management.

DCIC has very good working relationships with other sister agencies like police, UPDF and ISO in their involvement in the joint surveillance and operations on Lake Albert. IOM also has very good working relationships with DCIC. The good working relationship has enabled joint planning meetings and patrols.

### Efficiency

Evaluation findings show that economic inputs, technical and material resources were converted to the desired outputs. Project activities were implemented within the acceptable budgets of +-5%. Implying expenses were being incurred as planned in the project budget; for example the budget to facilitate technical validation workshop of 1,263 USD was spent to the dot; budget to facilitate technical consultation workshop of 7,839 USD was also spent to the dot. Reasons for over expenditure were provided by the project team, for example, the cost for maritime training was higher by 13%, reasons for this was because of the high usage of fuel for the practical training which had previously been under budgeted. The donation of the pickup and motor boat had been used effectively to manage transnational security on the lake borders. The boat has helped immigration officers reach areas they couldn't reach before.

The maritime training of immigration officers was a timely and helpful activity; evaluation data further shows costs of operations like hiring of operators, maintenance and repairs have gone down since DCIC has trained its own officers to handle this.

Collaboration with sister agencies like police and UPDF also helped cut down on operational costs especially costs related to maritime training and patrols on Lake Albert.

### Sustainability

Evaluation findings show that efforts were put in place to ensure this project is sustainable and DCIC will continue benefiting from project results realised after end of project implementation. The training of DCIC staff was carried out by UPDF as a shared role with a sister Government Department. Such a partnership with a sister government department not only saved costs for training but will also ensure DCIC continue using UPDF facilities and personnel to carry out future trainings. Regarding boat maintenance and repair, UPDF has trained marine staff to handle this; it will therefore require no external source to carry out the maintenance. Besides, the trained immigration officers have been carrying out minor maintenance and repairs and will continue doing so. The trainees have also continued to be in contact with the UPDF trainers for further mentorship and polishing of skills on water. Sometimes they contact the UPDF through phone or face to face meetings when they need their support.

## **7.2 Recommendations**

### Recommendations for IOM

1. It was a concern from the Commissioner Immigration for the need to be supported with a system or technology that helps in tracking cross border movements. If possible benchmark with what is already being done in other countries that have best practices in maritime operations.
2. There is urgent need to review the Immigration Act to update some of the provisions and remove inconsistencies in others. This will enable appropriate implementation of the DCIC operation guideline.
3. As a sustainability effort for the immigration official capacity building on maritime, the DCIC expressed the need to integrate maritime training into the immigration training academy curriculum for equipping DCIC officers with knowledge to combat challenges in relation to maritime border security. This integration of maritime skills training into ITA curriculum will enable DCIC can to continue using this academy to train its staff using available resources within government. Given the vastness of the waters, the number of marine officers and boats is not enough to curb all illegal

activities on Lake Albert. DCIC need to be supported to secure more boats for BCPs such as Ntoroko and other clusters for effective border patrol.

4. Organize meetings with internal project team members and other stakeholders to critically reflect on project performance and identify potential points of improvement and concerns for management actions.

## Recommendations for DCIC

### Managing borders

1. Put in place a fully-fledged marine unit right from the head office to operational areas and provide all the necessary resources in order to man all the entry points whether gazetted or ungazetted.
2. There is already an immigration training academy for equipping DCIC officers with knowledge to combat challenges in relation to border security. DCIC can continue using this academy to train its staff using available resources within government.
3. Continue carrying out sensitisation of communities on the lake borders so that they can participate in community policing.

### Personnel training

4. Organise more maritime trainings to cater for the new trends in migration, improve craft and acquire new techniques that come up from time to time. The training should target more personnel operating on the lake borders. The training can include international relations and other areas that will help immigration officers have knowledge on what is happening in the region.
5. Use the current trained immigration marine staff who have fully mastered the skills and are in position to train other staff.
6. Benchmark other countries' border management systems and operations, preferably in the region and the continent for relevant context.
7. Ensure gender balance in trainees that are selected to benefit from the training.
8. Share updated operational manual and train staff on how to use it.

### Personnel management, facilitation and motivation

9. Provide armoured vests to immigration staff to use during operations on the lake.
10. Align the positional JDs for staff operating on the lake to include maritime related job requirements and subsequently align the payment accordingly.
11. Minimize transfers of trained immigration officers to avoid creating gaps in border posts. Alternatively the transfer should be to places where they can easily apply their skills such as marine borders.

### Equipment and installations

12. Allocate an adequate budget for the boat in Ssebagoro in order to effectively manage borders as needed by immigration officers.
13. Increase logistical support through provision of additional vehicles to ease operations in the Albertine region and depending on availability of resources, consider strengthening border management data and information systems for evidence based planning and decision making at DCIC.
14. Commit more resources and open up more clusters on Lake Albert to effectively man all illegal entry points.

## 8 Annexes

### 8.1 Annex 1- References

1995 Constitution of Uganda, chapter 66 on Citizenship and Immigration Control Act  
2020 IOM Interim Report to Japan  
2015 Sustainable Development Goals  
2016 New York Declaration (NYD) of refugees and migrants  
2016-2020 IOM strategy  
2018 African Union's regional and continental Free Movement of persons Protocol  
2020 Project proposal, work plans, log frames and indicator tracking tables  
2021 Coordination meeting reports-  
2021 DCIC Operational Manual  
2021 Deed of donation of motor vehicle and speed boat  
2021 List of participants for training and workshops  
2021 List of stakeholders and designations that participated in consultative meetings  
2021 Project training reports

### 8.2 Annex 2- List of trainees that participated in the maritime training

| S/No | Name            | Gender | Designation                   | Location  |
|------|-----------------|--------|-------------------------------|-----------|
| 1    | Bomba Kennedy   | Male   | Immigration Officer           | Kotido    |
| 2    | Nayebare Edward | Male   | Immigration Officer           | Ntoroko   |
| 3    | Okumu Wilfred   | Male   | Immigration Officer           | Mutukula  |
| 4    | Wejuli Joseph   | Male   | Immigration Officer           | Entebbe   |
| 5    | Birungi Andrew  | Male   | Assistant Immigration Officer | Ssebagolo |
| 6    | Otim Daniel     | Male   | Assistant Immigration Officer | Ssebagolo |
| 7    | Wasswa Amos     | Male   | Assistant Immigration Officer | Butyaba   |
| 8    | Mukhana Ivan    | Male   | Assistant Immigration Officer | Butyaba   |
| 9    | Kakuru Philip   | Male   | Assistant Immigration Officer | Ssebagolo |
| 10   | Amanio Loyce    | Female | Assistant Immigration Officer | Atiak     |
| 11   | Kamya Bonny     | Male   | Assistant Immigration Officer | Moroto    |

### 8.3 Annex 3- List of stakeholders that participated in consultative meetings since inception of project

| S/N | Participant  | Designation                      |
|-----|--|----------------------------------|
|     | <u>Meeting held at DCIC 2<sup>nd</sup> March 2021</u>                  |                                  |
| 1.  | Col. Kambere Geoffrey  | Commissioner Immigration Control |
| 2.  | Balagizi Baguma Olivier  | IBM Project Officer              |
| 3.  | Baryaija Victor Gold   | DCIC                             |
| 4.  | Winnie Anyomotho   | IOM                              |
|     |  |                                  |
|     | <u>Meeting held at DCIC Headquarters on 29<sup>th</sup> March 2021</u> |                                  |

|   |                         |  |
|---|-------------------------|--|
| 1.  | Col. Kambere Geoffrey   | Commissioner Immigration Control           |
| 2.  | Balagizi Baguma Olivier | IBM Project Officer                        |
| 3.  | Akello Josephine        | In-charge training (ITA Nakasongola)       |
| 4.  | Baryaija Victor Gold    | DCIC                                       |
| 5.  | Winnie Anyomotho        | IOM  |
| <u>Meeting held at Ntokolo Marine Pier in Magaga 21<sup>st</sup> May 2021</u> |                         |  |
| 1.  | Col. Kambere Geoffrey   | Commissioner Immigration Control           |
| 2.  | Balagizi Baguma Olivier | IBM Project Officer-IOM                    |
| 3.  | Akello Josephine        | In-charge training DCIC (ITA Nakasongola)  |
| 4.  | Baryaija Victor Gold    | DCIC                                       |
| 5.  | Charles Obwatum         | DCIC                                       |
| 6.  | Winnie Anyomotho        | IOM  |
| <u>Meeting held at DCIC Headquarters 23<sup>rd</sup> July 2021</u>            |                         |  |
| 1.  | Mr. Murari Moses        | Assistant Commissioner Immigration Control |
| 2.  | Balagizi Baguma Olivier | IBM Project Officer-IOM                    |
| 3.  | Akello Josephine        | In-charge training DCIC (ITA Nakasongola)  |
| 4.  | Baryaija Victor Gold    | DCIC                                       |
| 5.  | Winnie Anyomotho        | IOM-Project Assistant                      |

### 8.3 Annex 4- List of respondents interviewed by the consultant

| S/NO | Name                 | Gender | Designation                                    | Location    |
|------|----------------------|--------|--|-------------|
| 1.   | Col. Kambere Godfrey | Male   | Commissioner Immigration Control               | Kampala     |
| 2.   | Akello Josephine     | Female | In-charge training (ITA)                       | Nakasongola |
| 3.   | Baryaija Victor Gold | Male   | DCIC   | Kampala     |
| 4.   | Charles Obwatum      | Male   | DCIC   | Kampala     |
| 5.   | Joyce Kabasongora    | Female | Senior Immigration Officer Albertine Region    | Hoima       |
| 6.   | Oroma Joseph         | Male   | Immigration Officer/cluster manager            | Butiaba     |
| 7.   | Mugabi               | Male   | Immigration Officer/cluster manager            | Sebagoro    |
| 8.   | Sembatya Isma        | Male   | BISO   | Butiaba     |
| 9.   | Sgt Odongo Geoffrey  | Male   | Marine Police                                  | Butiaba     |
| 10.  | Wasswa Amos          | Male   | Assistant Immigration Officer/maritime trainee | Butiaba     |
| 11.  | Mukhana Ivan         | Male   | Assistant Immigration Officer/maritime trainee | Butiaba     |

|     |                         |        |  |          |
|-----|-------------------------|--------|--|----------|
| 12. | Kakuru Philip           | Male   | Assistant Immigration Officer/maritime trainee | Sebagoro |
| 13. | Amanio Loyce            | Female | Assistant Immigration Officer/maritime trainee | Atiak    |
| 14. | Wejuli Joseph           | Male   | Assistant Immigration Officer/maritime trainee | Entebbe  |
| 15. | Birungi Andrew          | Male   | Assistant Immigration Officer/maritime trainee | Sebagoro |
| 16. | Otim Daniel             | Male   | Assistant Immigration Officer/maritime trainee | Sebagoro |
| 17. | Nayebare Edward         | Male   | Assistant Immigration Officer/maritime trainee | Ntoroko  |
| 18. | Balagizi Baguma Olivier | Male   | IOM-IBM Project Officer                        | Kampala  |
| 19. | John Peter Okori        | Male   | IOM Monitoring and Evaluation Officer          | Kampala  |
| 20. | Winnie Anyomotho        | Female | IOM- Project Assistant                         | Kampala  |
| 21. | Mr. Murari Moses        | Male   | Assistant Commissioner Immigration Control     | Kampala  |